

OFFICE OF ORGANIZATIONAL DEVELOPMENT

OFFICE OF BEHAVIORAL SCIENCE

Introduction:

The Office of Behavioral Science provides three areas of psychological services to the Department of State Police. First and foremost, the Office offers traditional, clinical services designed to enhance the mental health and reduce the emotional distress of all employees and their dependents. Second, through organizational consultation, training, and research, the Office focuses on the health of the organization and facilitates functional improvements. Finally, by working collaboratively with the law enforcement community, police officers are assisted in solving crimes against citizens of Michigan. The Office has also provided certain courtesy services on a limited basis to local, state, and federal law enforcement agencies.

In 2001, the Office of Behavioral Science completed its second year of serving two agencies: The Michigan Department of State Police and the Michigan Department of Natural Resources. In addition to the services traditionally delivered to the MSP, the signing of a “Memorandum of Understanding” (MOU) between the Department of Natural Resources (DNR) and the Department of State Police designated the Office of Behavioral Science (OBS) as the primary provider of organizational and crisis response psychological services to the DNR. A Peer Support Program for the DNR has emerged as an endeavor toward which OBS has directed energy and resources. Funding from DNR permitted the much-needed addition of a staff police psychologist and clerical support.

Scope of the Office of Behavioral Science Services:

The Office of Behavioral Science provides four areas of service to the Department of State Police: *Clinical Services*, (2) *Organizational Services*, (3) *Investigative Consultation Services*, and (4) *Police Psychology Services*. The “Memorandum of Understanding” permitted the Office of Behavioral Science to provide the DNR with services focused on training, pre-employment psychological testing, organizational development, and critical incident management. Clinical services to the DNR emphasized emergency situations, career development concerns, and substance abuse interventions. Additional OBS activity categories addressed the internal operation of the unit. These included: *Administration*, *Supervision*, and *Professional Development*.

Clinical Services:

Who is the Client?

The Department employees and their dependents are the clients when utilizing this service. This means that the treating professional has a doctor/patient, confidential relationship with



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the employee or dependent. **No** information is provided to the employer without the employee's written authorization. The service is offered to the employee as a benefit, without restriction or mandatory referral by the employer. Employees seek services voluntarily, and the client's clinical record is the property of the Office of Behavioral Science and never becomes a part of the employee's personnel record. The clinical record is destroyed within time frames established by the American Psychological Association.

How is Service Accessed?

Telephone contact with the Office of Behavioral Science: Telephone: (517) 334-7745
Toll Free: (888) 677-2999

Individual Counseling:

Counseling is available for all employees of the Department and their dependents. The service covers a broad spectrum of mental health concerns, including treatment for stress, depression, anger management, trauma, grief, as well as most job-related concerns. Such wellness issues as smoking cessation, weight management, and exercise compliance may also be addressed. Referrals are made when presenting problems are beyond the scope of the service provider's practice.

Marital/Relationship Counseling:

Counseling to enhance relationships and resolve interpersonal conflicts is available to all employees. The service is also available to any individual with whom the employee has a significant relationship. The Department's licensed psychologists provide this service.

Alcohol/Substance Abuse Assessment, Treatment, and Referral:

This confidential service is available to all employees and their dependents. It includes interviewing, assessment, relapse prevention, and counseling derived from principles of Alcoholics Anonymous. When necessary, referral for treatment is also coordinated through this Office. This service is provided by the Office's certified addictions counselor.

Peer Support Counseling:

Those members who want to discuss any concerns, including issues related to law enforcement stress, can talk with the Office's peer support counselor--a 24-year veteran sergeant with the Department who has experienced the breadth of law enforcement stress.

Crisis Intervention:

This 24-hour, 7-day a week, psychological crisis service is available to all employees and their dependents. The Office is typically open from 8:00 a.m. to 5:00 p.m., Monday through Friday. In case of psychological emergencies, Office of Behavioral Science services can be



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accessed directly by telephoning the Office or through the Special Operations desk, after normal business hours.

Mental Health Referral Service:

The Office maintains a statewide network of mental health professionals with whom the Office has a working relationship. Any employee or dependent can contact the Office to obtain a referral to a professional. The Office will also contact managed care providers for the employee to assist the employee in obtaining services from these organizations. Fees for non-departmental practitioners are paid in accordance with the employee's healthcare insurance coverage.

Critical Incident Stress Debriefing (CISD):

This service is a voluntary, educational program designed to help employees cope with extraordinary circumstances encountered in the performance of their duties. All of the professional staff has been trained in Dr. Jeff Mitchell's Debriefing Model, and has conducted hundreds of debriefings for such issues as shootings, airplane crashes, near death experiences, and line of duty deaths.

Who is the Client?

Employees are the clients for this voluntary service. The Department receives no information regarding this service with the exception of a roster of those who attended on State time.

How is Service Accessed?

Telephone contact with the Office of Behavioral Science or through the Special Operations desk. Critical incident stress debriefing is available on a 24-hour, 7-day a week basis for any law enforcement-related critical incident.

Types of Debriefings:

The Office primarily provides formal critical incident stress debriefing services to employees involved in shootings. One of the Office psychologists and our peer support counselor will typically respond to the scene or Post as part of the Department's post shooting response "Go Team." This team, in addition to the psychologist and peer counselor, includes Union representatives and attorney, as well as investigators trained in post-shooting stress.

The Office psychologists and peer counselor can also respond independently to a variety of critical incidents, such as traffic accidents and airplane crashes. This service is available to all Department members and is usually initiated by a supervisor at the scene. The individual employee can also request this service.



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The Office will also respond to Department tragedies outside the range of situations typically addressed by CISD, such as the off-duty death of an employee. In these instances, a “memorial” focused group meeting is held to address the loss. When appropriate, a Department chaplain is asked to co-lead this service.

Organizational Services:

Who is the Client?

The Department is the client for the following services. This means that the service **is not** a confidential service for employees. The service is solely provided to improve the functioning of the organization.

Fitness for Duty Evaluations:

According to the MSPTA contract, a trooper may be ordered for a mandatory, fitness for duty, psychological evaluation. By contract, the Office of Behavioral Science cannot perform this service. The Office’s role in this process is to assist the Department in determining if reasonable cause exists for this process. The Human Resources Division must ultimately decide to invoke this provision within the contract. If this action is taken, the Office will then select a private sector psychologist who meets the necessary standards to conduct the evaluation. Following the assessment, the Office receives the findings and serves as a repository for the report. The major findings and recommendations are then provided to the Department. The Department pays the fees, and this Office retains the clinical report.

Pre-employment Screening:

The Office provides the Department with psychological screening of all Trooper, Motor Carrier Officer, State Properties Security Officer, and Trooper Cadets. This service is coordinated with the Human Resources Division.

Monitoring Substance Abuse Treatment:

In instances where an employee must participate in treatment, with monitoring, as part of a department discipline, the Department’s certified addictions counselor will arrange the treatment and monitor compliance. Non-compliance with provisions of discipline will be reported to the Department.

Violence in the Workplace Consultation:

The Office serves as consultant to management in instances where employees have made threatening statements or displayed threatening behaviors in the workplace. Predicting probable violence and suggestions for intervention with the employee are also provided.



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Organizational Development:

The Office serves as a consultant to management when a work site is identified as having poor morale or other significant work site problems. The Office may interview employees and/or conduct an assessment into reasons for the problems in the work site. The Office will make suggestions and/or provide training to correct the problems. The Office operates at the request of management.

The Office also serves as a consultant to the Department in all aspects of the Department's mission, including prospective changes in organizational structure to improve the functions of the Department.

Mental Health Interventions:

Whenever the Department has concerns about the mental functioning of an employee, one Office psychologist will serve as a consultant to the Department, while the other psychologist, or possibly the peer counselor, will offer clinical services to the employee. The psychologist who makes contact with the employee will provide voluntary, confidential treatment.

Training:

The Office provides a broad range of training on police psychology topics through a variety of forums. Typical training areas include mandatory Michigan C.O.L.E.S. topics within the various recruit academies, police peak performance training, stress management, conflict management, teambuilding, crisis intervention, hostage negotiation, undercover officer stress, underwater recovery stress, and managing the alcoholic employee. Teaching is offered not only at the MSP Training Academy, but is also routinely provided at work sites.

Research and Publications:

The Office conducts and oversees research selected for its utility and application to the Department's needs. The research is usually a collaborative effort (doctoral dissertation or masters thesis) with students and faculty from major universities. The Office attempts to advance knowledge in the area of police psychology through these efforts, and regularly publishes findings in journals and other publications.

Law Enforcement/Investigative Support Services:

The Office recognizes that law enforcement in the State of Michigan, at times, requires psychological expertise in addressing some aspects of criminal behavior. Typically, the Office psychologists provide assistance in the area of hostage negotiations, criminal profiling, and threat assessment.



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Emergency Support Team:

The three Office psychologists function as coach negotiators for the Department's Emergency Support Team. One psychologist, typically with two police negotiators, will respond with a tactical unit to any barricaded gunman, suicidal subject, or hostage-taking situation. One psychologist is on-call for a statewide response at all times, and will only respond when the Emergency Support Team is activated.

Criminal Profiling/Crime Scene Behavioral Reconstruction:

The Office routinely, as part of the Violent Crimes Unit team, assists in the development of personality and behavioral profiles of rapists and murderers. The service is also offered to local, state, and federal agencies.

Threat Assessment:

The Office also assists the Violent Crimes Unit in investigating and profiling threats against public officials, as well as private citizens.

Police Psychology Consultation:

The Office acts as a consultative resource to other law enforcement agencies in the appropriate application of psychological principles within a law enforcement environment. Since police psychology is a unique and specialized field having a limited number of police psychologists, guidance in this area is provided as an MSP courtesy.

HUMAN RESOURCES DIVISION

Employee Services Section:

Fingerprint Cards

Due to increased security measures, we are now responsible for fingerprinting new hires. Payroll staff distributes the cards and the results are sent to classification and selection staff. Responsibility for maintaining an inventory of the fingerprint cards and providing instruction will reside with the classification and selection staff. This will require the cooperation of fieldwork sites to actually fingerprint new hires.

Reorganization

During the 2001 calendar year, the Human Resources Division implemented reorganizations in the Southeastern Criminal Investigation Division, Information Technology Division, Field



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Detective Division, Michigan Commission on Law Enforcement Standards, and the Criminal Justice Information Center. The Office of Special Projects was eliminated.

Department of Information Technology:

In August 2001, Governor Engler announced the creation of the Department of Information Technology (DIT), unifying all information technology management from existing state departments into the new department. The Human Resources Division assisted in identifying approximately 150 MSP employees for reassignment to the new department. Agreements were reached with two insurance companies to allow employees who are reassigned to DIT to continue their MSP specific policies.

Human Resources Management Network (HRMN)

HRMN was implemented across all state agencies. HRMN provides payroll, personnel, and employee benefits functionality and data exchange among agencies and third parties. As with all new systems, there have been issues and work continues on the problem areas.

Targeted Selection

During 2001, the Human Resources Division continued to train managers on how to conduct targeted selection interviews. Additionally, a short course is offered which explains to potential interviewees what to expect during a targeted selection interview and how to prepare for it.

Performance Management

The Performance Management Guide is on the Intranet and may be accessed via the Human Resources Division.

Employment Relations Section

Drug and Alcohol Testing

The department conducted 313 drug tests in 2001 (132 pre-employment, 95 random, 80 other [safety sensitive], and 6 for reasonable cause). Of the 6 for cause, 5 were negative and 1 was positive. Cost for drug and alcohol testing for the year was \$15,016.

New Managers' Orientation

Each new manager and supervisor in the department received 4 hours of orientation to services provided by the Human Resources Division. The orientation acquaints new managers and supervisors with human resource services available to assist them with operational needs.



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Field Training Officer (FTO) Program

Computerized FTO forms were updated and revised for the 119th recruit school and distributed to posts receiving probationary troopers. Sixty additional FTOs were trained. Fifty FTOs attended the Michigan Chapter of the National Association of Field Training Officers Conference in Mt. Pleasant, Michigan. Benton Harbor Police Department requested that their officers receive training using the department's FTO Program. The training was facilitated by Human Resources Division staff. Thirty-five officers from the Motor Carrier Division received FTO training.

Labor Relations

A manual entitled "Maximizing Human Resources – What Every Supervisor Should Know" was developed and distributed to the field. The manual is a resource for supervisors to identify and correct the job-related behavior of an employee who does not meet the expectation of the department or a supervisor. It walks managers and supervisors through the affirmative assistance and discipline processes.

Discipline Appeal Board (DAB): An additional staff position was created to reduce the backlog of cases. DABs are now held once per week.

Primary negotiations with the Michigan Public Employees Union—SEIU Local 517 (MPES and UTEA agreements): Our teams, working with the Office of the State Employer, negotiated new 3-year primary agreements.

MSPTA Contract: Numerous hearing dates were scheduled during 2001 to present evidence on economic and operational issues. A decision is expected from the arbitrator in the summer of 2002.

Civil Litigation

Civil suits against the department and/or its members continue to be monitored. There were two new suits filed by current employees challenging their failure to be promoted. Both cases are in active litigation and are likely to proceed to trial by the end of 2002.

Equal Employment Opportunity (EEO)

The Department of Civil Service promulgated two new rules – Workplace Safety Rule 2-20 and Discriminatory Harassment Regulation 1.03 – which mandate training of all state employees in the area of recognizing and preventing discriminatory harassment and workplace violence. During calendar year 2001, 858 employees were trained.

Special Display Vehicles

Special vehicles were made available to interested parties and scheduled out of the Recruiting and Selection Unit. These vehicles include a Mustang, Camaro, '75 Plymouth, and the Recruiting trailer. The '37 Ford is also available for special events.



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TRAINING DIVISION



The 90s were a time of big change – technology was the focus, the economy was up, and private and public organizations were busy experimenting and innovating in the ways they do their work. Unfortunately, the 90s were also synonymous with police corruption. In the Preface to the Executive Summary of the Los Angeles Police Department’s Rampart scandal, one statement summarized law enforcement in the 90s: "The major cause in the lack of integrity in American police officers is mediocrity." Standards fell as many police departments cheated the “fundamentals” in order to divert money to special projects.

By 2001, the country was sliding into a recession. And while nobody likes an economic hardship, there are reasons for slow downs and hardships in life. It provides a natural incentive to take stock in what’s important, to discard ideas that don’t work and refocus on fundamentals that defy age. So while we are now into the “new” millennium, ironically, Training Division’s focus for 2001 was on reinforcing the “old” tried and true.

October 16 marked the dedication of the Fallen Trooper Memorial, honoring all those officers who gave their lives as members of the Michigan State Police. Let us not forget -- our reputation for courage and integrity is built on this foundation. There is much we can learn from the past to guide our future. Let us not denigrate the



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sacrifices made by our forebears by perpetrating acts that are in any way scandalous or detrimental to this great police agency.

The famed Green Bay Packer coach Vince Lombardi, would remind his superstar team during each spring training that it's all about fundamentals: *"This is a football."* During 2001, the Michigan State Police Training Division attempted to remind law enforcement of what "is" policing. To accomplish this, "In-Service Training" was the focus: Patrols, Defensive Tactics, Legal, Marksmanship, Ethics, and Community Partnerships/Problem Solving are all basic programs that can never be repeated enough. Mobilization and Domestic Terrorism were also in the curriculum, sadly prophetic to the September 11 tragedy. In all, there were 27 In-Service programs of this nature -- two that were tuition based, which allowed other police departments to enroll their officers.



Precision Driving is a separate In-Service program, but of no less importance than the other programs mentioned above. The Precision Driving Unit provided a wide array of training and automotive research for the Department, law enforcement nationwide and the automobile manufacturers. They included 5 In-Service Advanced Precision Driving Schools, 8 Tuition Advanced Precision Driving Schools (open to any law enforcement agency), a trooper motorcycle class, a tuition motorcycle class (we have a 2 year waiting list). Our popular Precision Driving Instructor classes were filled, with not only Michigan officers, but officers from around the United States. This year's Police Vehicle Testing Program came only 4 days after the attack on the U.S., but officers from around the country were determined to participate in the testing program, including officers from

Australia. Approximately 30,000 copies of the test results are provided worldwide (the report is also available on the Training Division internet site).



The Legal Section is not only a staple in all In-Service training, our Academy attorney also field's phone calls from various police departments regarding "real" criminal law and procedure issues. Legal



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research is an ongoing necessity requiring close cooperation with other government bodies, including the Attorney General and Prosecuting Attorneys. A “Legal Update” bulletin is distributed throughout the criminal justice community almost monthly. Additionally, the Legal Section conducted five stand-alone “Legal Update” seminars at the Academy, open to all police agencies. Moreover, thirty-six in-house seminars were conducted at various police agencies across the state. The Michigan State Police Training Division continues its commitment to be of service to “all” Michigan police departments.

Despite the tight budget, the Michigan State Police was able to run a Recruit School. The 13th Motor Carrier School graduated on November 16th, and nineteen new Motor Carrier Officers went to the field at a time when hazardous material enforcement has become critical to anti-terrorism. Recruit training has always relied on experienced officers taking time from their work to pass on their knowledge. To better teach the lessons of experience, the Trooper Development Section initiated the development of “Training Modules,” in anticipation of the next Trooper Recruit School. When completed, the modules will help integrate recruit school curriculum and provide for adult-based facilitated learning.



was tuition-based), and four Instructor Updates. They managed the mandatory certification shoots for the entire department and completed the department’s transition to .40 caliber semi-automatic pistols. Tests were conducted on rifles, shotguns, shotgun slings, flashlight



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attachments and new frangible ammunition. As busy as they were, the Ordnance/Marksmanship Unit also took the time to repair several ceremonial rifles used by VFW Posts in memorial services and national celebrations.

Another big mistake many police departments made in the 90s was to understaff and under-train their command ranks, from sergeant to executive, in order to save money. This backfired, of course. Without adequate command staffing, standards slipped, corruption and lawsuits increased, and “vicarious liability” more than ate away any budgetary savings. Some of these very departments that tried to cheat the fundamentals are now, unfortunately, under “consent decree,” and the federal government is forcing them to re-staff and train their supervisory ranks. LAPD is one such department, and when they were forced to develop new leadership programs for their officers, LAPD came to the Michigan State Police Training Division for help. Likewise, MSP’s Training Division has provided the course material for its leadership programs to many other police departments, even the United Nations sponsored police academy in Kosovo.

Other accomplishments by the Michigan State Police Training Division for 2001 include the production of several educational videos by our Video Production Unit, including a car/deer accident prevention video and a video for teaching police and the public about Michigan’s new concealed weapons law. And as always, the entire Division pitches in when high schoolers from across the state attend the one-week junior academy programs. Promoted by Kiwanis and American Legion, these co-ed junior academies help youth get an idea about what it is like to attend a real police academy and become a police officer.



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Michigan Commission on Law Enforcement Standards

“A police officer cannot perform his work on native ability alone, no matter what his qualifications may be.” These words were written in the 1967 Annual Report of the Michigan Law Enforcement Officer’s Training Council (MLEOTC). Established under Public Act 203 of 1965, the original mission of MLEOTC proposed, “to make available to all local jurisdictions, however remote, the advantages of superior employee selection and training.”

In its quest to fulfill this charge, MLEOTC developed comprehensive standards for the employment and training of Michigan law enforcement officers. Concurrently, it fostered the growth of a statewide network of basic training providers, capable of delivering the standards to produce competently trained law enforcement candidates. These achievements demonstrate a monumental commitment of time and resources at the state, regional and local levels.

Of course, this did not happen overnight, or without overcoming difficult hurdles. Significant achievements have marked the way. These include the proliferation of approved training programs, the evaluation of pre-training candidates for physical and mental fitness, the implementation of mandatory employment standards, the development and institution of a mandatory basic training curriculum, the comprehensive evaluation of candidates who have completed training programs, and the institution of pre-service training programs that integrate law enforcement training with the attainment of a college degree.

Many of the achievements cited above are reflected in amendments to our original empowering legislation. Public Act 203 has been updated nine times since its enactment in 1965. The most recent amendment to Public Act 203 came in 1998. This amendment changed our name to the Commission on Law Enforcement Standards (COLES), which more accurately reflects the work of this organization. We adopted the MCOLES acronym (Michigan Commission on Law Enforcement Standards) in response to the Michigan law enforcement community, which had begun referring to us by that name. An Executive Order issued by Governor John Engler officially added “Michigan” to our name in 2001.

The 1998 amendment also added the requirements of certification revocation to our list of responsibilities. Revocation of law enforcement certification is now mandatory if an officer becomes convicted of a felony or if it is discovered that the officer committed fraud in obtaining law enforcement certification. These cases represent a very small part of Michigan’s 23,000 law enforcement officers. They are each meticulously investigated and



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the accused are afforded full due process. Revocation is sad but necessary fixture in the standards and training business, one that makes the profession stronger.

The Governor's Executive Order, 2001-5, did much more than institutionalize our label, MCOLES. It is the most significant event in our history since the original enactment of Public Act 203. It paves the way for the achievement of what has been attempted since 1980-the linkage of standards and funding.

This odyssey began with the enactment of Public Act 302 of 1980, which created the Michigan Justice Training Commission (MJTC). MJTC and its funding arm, the Justice Training Fund, were created to promote in-service training in the Michigan criminal justice field. MJTC, over the years, operated within the Department of Management and Budget, and then in the Department of State Police. MJTC succeeded in stimulating the growth of criminal justice in-service training in Michigan, yet it was not able coordinate that growth in a statewide development plan. Despite attempts to the contrary, standards and funding operated autonomously under this system.

Executive Order 2001-5 was designed to correct this problem. It took effect November 1, 2001, mandating the union of standards and funding. Specifically, it required the institution of mandatory in-service training standards for Michigan law enforcement officers, with fiscal support from the Justice Training Fund. To accomplish this, the Order consolidated the former Michigan Justice Training Commission with the former Commission on Law Enforcement Standards, creating the "new" Michigan Commission on Law Enforcement Standards. Per the requirements of the Order, a newly appointed commission, vested with policy setting authority, was impaneled. It consists of 15 members representing the Michigan criminal justice community.

From the early MLEOTC days, which emphasized entry level standards and training of law enforcement officers, the scope of MCOLES responsibilities has gradually grown to encompass the entire law enforcement career, from "cradle to grave." Now, with the present expansion of Commission responsibilities to include criminal justice training, at large, we look to law enforcement in its most meaningful sense. Successful law enforcement can only happen when all components of the criminal justice system are working effectively. So inextricably interconnected are the different pieces of the criminal justice machine that its members share a common purpose.

We find our purpose, today, in the preservation of the safety and well being of every citizen. This is most notably visible in the absence of crime, fear and the preservation of order in every community. This conviction is underscored with the knowledge that the criminal justice professional must possess a broad array of knowledge and skill to effectively render their services. Moreover, we recognize that the acquisition of such knowledge and skill is a



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life long endeavor, one that is best fostered by the consistent application of standards and training.

The following graphic depicts the new environment in which MCOLES services are now developed and delivered.

Michigan Commission on Law Enforcement Standards



Facts and figures regarding MCOLES services and statistics for the year 2001 are listed below.

- MCOLES publishes standards for municipal, county, state, tribal, railroad, airport, public university, public college, and park law enforcement officers.
- MCOLES publishes curricula and administers a statewide law enforcement basic training delivery system composed of 23 academies.



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- MCOLES approves and supervises Basic Police Training Programs as well as Pre-service College Basic Training Programs. Each of these programs prepare candidates to become certified Michigan Law Enforcement Officers.
 - MCOLES administers a law enforcement pre-employment testing program operated by 14 approved regional testing centers. These centers assure that candidates possess appropriate levels of physical ability and fitness necessary in the law enforcement career.
 - MCOLES develops, maintains, and administers the state certification examination. Every candidate entering the Michigan law enforcement profession must pass the state certification examination.
 - MCOLES supports law enforcement training efforts through administration of the Training to Locals fund, which reimburses local police agencies for a portion of the costs of basic law enforcement training. This year, law enforcement agencies were reimbursed at a rate of \$922 per employed basic training graduate (does not include MSP, Tribal and DNR).
 - MCOLES maintains a newly created statewide registry of Michigan's law enforcement agencies and certified law enforcement officers.
 - MCOLES administers the Stop Violence Against Women grant program for law enforcement.
 - MCOLES is responsible for the certification of 911 training programs for police dispatchers.
 - MCOLES verifies standards compliance and certifies officers for law enforcement service in this State, and it conducts revocation proceedings to remove those who are unfit.
- ☒ 1290 candidates were awarded law enforcement certification during FY2001.
- ☒ 160 cases of alleged conduct that would require revocation of law enforcement certification were reported to MCOLES in FY 2001. By the close of the year, 38 revocations had occurred. Other cases were resolved through lesser measures or when investigation did not support the allegations. MCOLES revocation proceedings are conducted within strict guidelines that protect the due process rights of the accused.



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- MCOLES operates the Law Enforcement Resource Center, providing instructional media to support basic and in-service training. This service is provided to training academies and law enforcement agencies statewide.
- MCOLES is responsible for administration of the Justice Training Fund, which offers a competitive grant program and an annual distribution of funds to assist law enforcement agencies with the costs of in-service training.
 - ☑ The Justice Training Fund awarded over \$3,000,000 to state and local criminal justice agencies through a competitive grant process in 2001.
 - ☑ Michigan law enforcement agencies received upwards of \$4,000,000 in the 2001 law enforcement distribution.
- MCOLES provided students with a waiver of tuition under the Police Officers and Firefighters Survivor Tuition Waiver Program
- MCOLES conducts over 2,000 personnel transactions annually assuring the integrity of law enforcement certification held by Michigan's 23,000 officers.
- MCOLES submits a separate annual report to the Governor each year, per statute.
- MCOLES operates an informational web page at www.mcoles.org.

